

CASH FLOW : Maake Filling Station.

Projected Monthly Fuel Sales

YEAR 1

	1 ST MONTH	2 ND MONTH	3 RD MONTH	4 TH MONTH	5 TH MONTH	6 TH MONTH	7 TH MONTH	8 TH MONTH	9 TH MONTH	10 TH MONTH	11 TH MONTH	12 TH MONTH	YEAR 1	AVERAGE
--	------------	------------	------------	------------	------------	------------	------------	------------	------------	-------------	-------------	-------------	--------	---------

Total Litres	183,611	196,726	209,842	222,957	236,072	249,187	262,302	262,302	262,302	262,302	262,302	262,302	2,872,206	239,351
Petrol	170,877	183,083	195,289	207,494	219,700	231,905	244,111	244,111	244,111	244,111	244,111	244,111	2,673,012	222,751
Leaded	59,807	64,079	68,351	72,623	72,623	76,895	81,167	85,439	85,439	85,439	85,439	85,439	922,738	76,895
Unleaded	111,070	119,004	126,938	134,871	147,077	155,010	162,944	158,672	158,672	158,672	158,672	158,672	1,750,273	145,856
Diesel	12,734	13,643	14,553	15,463	16,372	17,282	18,191	18,191	18,191	18,191	18,191	18,191	199,194	16,600

Notes

Monthly Fuel Sales Indicator (% of projected volume)	70.00%	75.00%	80.00%	85.00%	90.00%	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Leaded petrol Indicator (% of projected volume)	35.00%												
Unleaded petrol Indicator (% of projected petrol volume)	65.00%												
	100.00%												
Fuel Sales % growth per month after maturity	0.50%												

Projected Monthly Income

		1 ST MONTH	2 ND MONTH	3 RD MONTH	4 TH MONTH	5 TH MONTH	6 TH MONTH	7 TH MONTH	8 TH MONTH	9 TH MONTH	10 TH MONTH	11 TH MONTH	12 TH MONTH	YEAR 1	AVERAGE
Leaded :	Sales in Rand	364,823	390,882	416,941	443,000	443,000	469,059	495,117	521,176	521,176	521,176	521,176	521,176	5,628,704	469,059
	Less : Cost of Sales	324,155	347,308	370,462	393,616	393,616	416,770	439,924	463,078	463,078	463,078	463,078	463,078	5,001,242	416,770
	Gross Profit	40,669	43,574	46,479	49,384	49,384	52,289	55,193	58,098	58,098	58,098	58,098	58,098	627,462	52,289
Unleaded :	Sales in Rand	677,529	725,924	774,319	822,714	897,168	945,563	993,958	967,899	967,899	967,899	967,899	967,899	10,676,668	889,722
	Less : Cost of Sales	602,001	645,001	688,002	731,002	797,156	840,156	883,156	860,002	860,002	860,002	860,002	860,002	9,486,482	790,540
	Gross Profit	75,528	80,923	86,318	91,712	100,012	105,407	110,802	107,897	107,897	107,897	107,897	107,897	1,190,186	99,182
Diesel :	Sales in Rand	93,906	100,614	107,321	114,029	120,736	127,444	134,151	134,151	134,151	134,151	134,151	134,151	1,468,958	122,413
	Less : Cost of Sales	86,902	93,110	99,317	105,524	111,732	117,939	124,146	124,146	124,146	124,146	124,146	124,146	1,359,401	113,283
	Gross Profit	7,004	7,504	8,004	8,504	9,005	9,505	10,005	10,005	10,005	10,005	10,005	10,005	109,557	9,130
Oil and Lubes :	Sales in Rand	22,033	23,607	25,181	26,755	28,329	29,902	31,476	31,476	31,476	31,476	31,476	31,476	344,665	28,722
	Less : Cost of Sales	15,423	16,525	17,627	18,728	19,830	20,932	22,033	22,033	22,033	22,033	22,033	22,033	241,265	20,105
	Gross Profit	6,610	7,082	7,554	8,026	8,499	8,971	9,443	9,443	9,443	9,443	9,443	9,443	103,399	8,617
Shop & Driveway :	Sales in Rand	198,912	213,120	227,328	241,536	255,744	269,952	284,160	284,160	284,160	284,160	284,160	284,160	3,111,557	259,296
	Less : Cost of Sales	143,217	153,447	163,676	173,906	184,136	194,366	204,595	204,595	204,595	204,595	204,595	204,595	2,240,321	186,693
	Gross Profit	55,695	59,674	63,652	67,630	71,608	75,587	79,565	79,565	79,565	79,565	79,565	79,565	871,236	72,603
Car Wash	Sales in Rand	29,413	31,514	33,615	35,716	37,816	39,917	42,018	42,018	42,018	42,018	42,018	42,018	460,100	38,342
	Less : Cost of Sales	5,883	6,303	6,723	7,143	7,563	7,983	8,404	8,404	8,404	8,404	8,404	8,404	92,020	7,668
	Gross Profit	23,530	25,211	26,892	28,572	30,253	31,934	33,615	33,615	33,615	33,615	33,615	33,615	368,080	30,673
Total Sales :	Total Sales in Rand	1,386,617	1,485,661	1,584,705	1,683,749	1,782,793	1,881,837	1,980,881	1,980,881	1,980,881	1,980,881	1,980,881	1,980,881	21,690,651	1,807,554
	Less : Total Cost of Sales	1,177,581	1,261,694	1,345,807	1,429,920	1,514,033	1,598,146	1,682,259	1,682,259	1,682,259	1,682,259	1,682,259	1,682,259	18,420,731	1,535,061
Total Income		209,036	223,967	238,898	253,829	268,761	283,692	298,623	298,623	298,623	298,623	298,623	298,623	3,269,920	272,493

Projected Monthly Operating Expenses

	1 ST MONTH	2 ND MONTH	3 RD MONTH	4 TH MONTH	5 TH MONTH	6 TH MONTH	7 TH MONTH	8 TH MONTH	9 TH MONTH	10 TH MONTH	11 TH MONTH	12 TH MONTH	YEAR 1	AVERAGE
Salaries and Wages														
Supervisors	10,437	10,437	10,437	10,437	10,437	10,437	10,437	10,437	10,437	10,437	10,437	10,437	125,243	10,437
Attendants	48,524	48,524	48,524	48,524	48,524	48,524	48,524	48,524	48,524	48,524	48,524	48,524	582,291	48,524
Cashiers	14,999	14,999	14,999	14,999	14,999	14,999	14,999	14,999	14,999	14,999	14,999	14,999	179,993	14,999
Kitchen staff	5,464	5,464	5,464	5,464	5,464	5,464	5,464	5,464	5,464	5,464	5,464	5,464	65,571	5,464
Merchandisers / Packers / Cleaners	5,542	5,542	5,542	5,542	5,542	5,542	5,542	5,542	5,542	5,542	5,542	5,542	66,509	5,542
Financial assistants	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	66,000	5,500
Manager remuneration (Basic)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000	15,000
Total : Salaries and Wages	105,467	105,467	105,467	105,467	105,467	105,467	105,467	105,467	105,467	105,467	105,467	105,467	1,265,607	105,467
Other expenses														
Advertising / sales promotion	750	750	750	750	750	750	750	750	750	750	750	750	9,000	750
Audit & accounting	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000	2,500
Bank charges	4,262	4,505	4,748	4,990	5,233	5,476	5,718	5,718	5,718	5,718	5,718	5,718	54,007	5,294
Bad debts	550	550	550	550	550	550	550	550	550	550	550	550	6,600	550
Credit card machine hire and commission	750	750	750	750	750	750	750	750	750	750	750	750	9,000	750
Cash short / over	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	32,400	2,700
Cleaning consumables	450	450	450	450	450	450	450	450	450	450	450	450	5,400	450
Computer Ink cartridges	250	250	250	250	250	250	250	250	250	250	250	250	3,000	250
Depreciation (provision for replacement)	208	208	208	208	208	208	208	208	208	208	208	208	2,500	208
Entertainment	750	750	750	750	750	750	750	750	750	750	750	750	9,000	750
Equipment Rentals (Deposit system)	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	66,000	5,500
Evaporation	568	609	649	690	730	771	812	812	812	812	812	812	8,887	741
Finance (Capital) : Furniture and / or Computer	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance (Interest) : Furniture and / or Computer	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance / Product and rental gaurantee	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000	3,750
Legal cost	750	750	750	750	750	750	750	750	750	750	750	750	9,000	750
Meetings / conference	350	350	350	350	350	350	350	350	350	350	350	350	4,200	350
Micfa / Mibco	7,589	7,589	7,589	7,589	7,589	7,589	7,589	7,589	7,589	7,589	7,589	7,589	91,071	7,589
Packaging & carrier bags	350	350	350	350	350	350	350	350	350	350	350	350	4,200	350
Pest control	150	150	150	150	150	150	150	150	150	150	150	150	1,800	150
Rates - Sewerage and refuse removal	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	17,400	1,450
Forecourt Shop	0.1700													
R.S.C. Levies	31,214	33,443	35,673	37,903	40,132	42,362	44,591	44,591	44,591	44,591	44,591	44,591	488,275	40,690
Repaires and maintenance	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000	2,500
Security & Cash transportation	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	66,000	5,500
Shrinkage : Shop	2,209	2,367	2,525	2,683	2,841	2,999	3,156	3,156	3,156	3,156	3,156	3,156	34,562	2,880
Shrinkage : Fuel	852	913	974	1,035	1,096	1,157	1,217	1,217	1,217	1,217	1,217	1,217	13,331	1,111
Skills development fee	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	12,658	1,055
Staff teas & refreshments	150	150	150	150	150	150	150	150	150	150	150	150	1,800	150
Staff training	475	475	475	475	475	475	475	475	475	475	475	475	5,700	475
Stationary & postage	200	200	200	200	200	200	200	200	200	200	200	200	2,400	200
Subscription / FRA	385	385	385	385	385	385	385	385	385	385	385	385	4,620	385
Telephone	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	1,250
Transport expenses (business)	750	750	750	750	750	750	750	750	750	750	750	750	9,000	750
UIF	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	2,109	25,312	2,109
Uniforms & Laundry	125	125	125	125	125	125	125	125	125	125	125	125	1,500	125
Water and effluent cost	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	1,188	14,250	1,188
Workmen's compensation	791	791	791	791	791	791	791	791	791	791	791	791	9,492	791
Electricity	6,375	6,375	6,375	6,375	6,375	6,375	6,375	6,375	6,375	6,375	6,375	6,375	76,500	6,375
Total : Other Expenses	120,593	125,456	130,318	135,181	140,044	144,906	149,769	149,769	149,769	149,769	149,769	149,769	1,685,597	141,259
Total Monthly Operational Expenses	226,060	230,923	235,786	240,648	245,511	250,374	255,236	255,236	255,236	255,236	255,236	255,236	2,951,204	246,727

Nett Monthly Profit / Loss

	1 ST MONTH	2 ND MONTH	3 RD MONTH	4 TH MONTH	5 TH MONTH	6 TH MONTH	7 TH MONTH	8 TH MONTH	9 TH MONTH	10 TH MONTH	11 TH MONTH	12 TH MONTH	YEAR 1	AVERAGE	
Income	209,036	223,967	238,898	253,829	268,761	283,692	298,623	298,623	298,623	298,623	298,623	298,623	3,269,920	272,493	
Less : Expenses	226,060	230,923	235,786	240,648	245,511	250,374	255,236	255,236	255,236	255,236	255,236	255,236	2,951,204	246,727	
Bond / loan payment (Intesest)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Profit / Loss (Before Tax)	(17,024)	(6,956)	3,113	13,181	23,250	33,318	43,386	43,386	43,386	43,386	43,386	43,386	318,715	25,767	
Less : Tax		25%		3,295	5,812	8,330	10,847	10,847	10,847	10,847	10,847	10,847	10,847	82,517	6,876
Bond / loan payment (Capital)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nett Monthly Profit / Loss	(17,024)	(6,956)	3,113	9,886	17,437	24,989	32,540	32,540	32,540	32,540	32,540	32,540	236,198	18,890	

Nett Monthly Profit / Loss - Property deal.

	1 ST MONTH	2 ND MONTH	3 RD MONTH	4 TH MONTH	5 TH MONTH	6 TH MONTH	7 TH MONTH	8 TH MONTH	9 TH MONTH	10 TH MONTH	11 TH MONTH	12 TH MONTH	YEAR 1	AVERAGE
Income :														
Rental received from Oil Company	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	1,619,136	134,928
Total Bond Payment	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	134,928	1,619,136	134,928
Nett Monthly Profit / Loss	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Notes

Petrol : Leaded Sales Price Zone 63C Jan 2009

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
6.10	6.71	7.38	8.12	8.93	9.82	10.81	11.89	13.08	14.38
5.42	6.00	6.63	7.33	8.10	8.96	9.90	10.93	12.07	13.33
0.68	0.71	0.75	0.79	0.83	0.87	0.91	0.96	1.00	1.05
10.00%									

Petrol : Unleaded Sales Price

6.10	6.71	7.38	8.12	8.93	9.82	10.81	11.89	13.08	14.38
5.42	6.00	6.63	7.33	8.10	8.96	9.90	10.93	12.07	13.33
0.68	0.71	0.75	0.79	0.83	0.87	0.91	0.96	1.00	1.05
10.00%									

Diesel : Sales Price

7.37	8.11	8.92	9.82	10.80	11.88	13.06	14.37	15.81	17.39
6.82	7.53	8.32	9.18	10.13	11.17	12.33	13.60	15.00	16.54
0.55	0.58	0.61	0.64	0.67	0.70	0.74	0.77	0.81	0.85
10.00%									

% Escalation in Dealer's Margin per Year : 5.00%

% Escalation in Operational cost per year : 7.00%

Assumptions

Oil and Lubes

For every litres of petrol sold , one litre of oil are sold for R
 A gross profit of % is realistic for Oil and Lube sales.

Convenient Shop and Driveway

For every intake of litres over a period of operational days
 there are a % change for support at the Convenient shop / Driveway , with an average of
 R spend.
 A gross profit of % is realistic for the Convenient Shop / Driveway.

Automated Car Wash

Amount of light vehicles in the Trading Area Primary trips generated
 Support expected = Customers per month
 Customers per day spending an average of R = Customers per day (Per month / 28 operational days)
 A gross profit of is realistic for a Carwash / Valet facility. per wash over operational days.

Notes

Bank charges

Service fee R100		2.00	1.60	20.00
Bank sttlement		6.50		
Manumatic	12.00			
Chequebook	45.00	Deposit book	55.00	
Cash fee	R100	0.35		
Guarantee cost		0.01	every 6 months	
Off all the payments		0.70	are cash.	

Evaporation

Fuel Sales Rand value
% allocated

Micfa / Mibco

Pension Employers contribution
C harges Empl.oyers contribution per week

R.S.C. Levies

Based on Turn Over
% allocated
Based on Salaries and wages average
% allocated

Shrinkage : Shop

Shop & oil sales rand value
% allocated

Shrinkage : Fuel

fuel sales rand value
% allocated

Skills development fee

Based on Salaries and wages
% allocated

UIF

Salaries and wages
% allocated

Workmen's compensation

Based on Salaries and wages
% allocated

Water and effluent cost

Water units kilo litres
Rand / unit effluent R/u

Electricity

Units
Rand / unit

CASHFLOW : Maake Filling Station.**Projected Annual Fuel Sales****Year 1 to 10**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Litres	2,872,206	3,044,538	3,227,211	3,420,843	3,626,094	3,843,660	4,074,279	4,318,736	4,577,860	4,852,532
Petrol	2,673,012	2,833,393	3,003,396	3,183,600	3,374,616	3,577,093	3,791,718	4,019,221	4,260,375	4,515,997
Leaded	922,738	978,103	1,036,789	1,098,996	1,164,936	1,234,832	1,308,922	1,387,457	1,470,705	1,558,947
Unleaded	1,750,273	1,855,290	1,966,607	2,084,604	2,209,680	2,342,261	2,482,796	2,631,764	2,789,670	2,957,050
Diesel	199,194	211,146	223,815	237,243	251,478	266,567	282,561	299,514	317,485	336,534

Notes

Fuel Sales % growth per year	6.00%
------------------------------	-------

Projected Annual Income

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Leaded :	Sales in Rand	5,628,704	6,563,069	7,652,538	8,922,859	10,404,054	12,131,127	14,144,894	16,492,946	19,230,775	22,423,084
	Less : Cost of Sales	5,001,242	5,864,703	6,875,257	8,057,746	9,441,183	11,059,451	12,952,119	15,165,388	17,753,203	20,778,546
	Gross Profit	627,462	698,365	777,281	865,113	962,871	1,071,675	1,192,775	1,327,558	1,477,572	1,644,538
Unleaded :	Sales in Rand	10,676,668	12,448,995	14,515,528	16,925,106	19,734,674	23,010,630	26,830,394	31,284,240	36,477,423	42,532,676
	Less : Cost of Sales	9,486,482	11,124,318	13,041,163	15,284,137	17,908,276	20,977,848	24,567,909	28,766,093	33,674,726	39,413,274
	Gross Profit	1,190,186	1,324,677	1,474,365	1,640,969	1,826,398	2,032,781	2,262,486	2,518,146	2,802,697	3,119,402
Diesel :	Sales in Rand	1,468,958	1,712,804	1,997,130	2,328,654	2,715,210	3,165,935	3,691,480	4,304,266	5,018,774	5,851,891
	Less : Cost of Sales	1,359,401	1,590,868	1,861,414	2,177,602	2,547,090	2,978,817	3,483,218	4,072,470	4,760,785	5,564,749
	Gross Profit	109,557	121,937	135,716	151,051	168,120	187,118	208,262	231,796	257,989	287,141
Oil and lubes :	Sales in Rand	344,665	365,345	387,265	410,501	435,131	461,239	488,913	518,248	549,343	582,304
	Less : Cost of Sales	241,265	255,741	271,086	287,351	304,592	322,867	342,239	362,774	384,540	407,613
	Gross Profit	103,399	109,603	116,180	123,150	130,539	138,372	146,674	155,474	164,803	174,691
Shop & Driveway :	Sales in Rand	3,111,557	3,328,695	3,528,417	3,740,122	3,964,529	4,202,401	4,454,545	4,721,818	5,005,127	5,305,435
	Less : Cost of Sales	2,240,321	2,396,661	2,540,460	2,692,888	2,854,461	3,025,729	3,207,273	3,399,709	3,603,691	3,819,913
	Gross Profit	871,236	932,035	987,957	1,047,234	1,110,068	1,176,672	1,247,273	1,322,109	1,401,436	1,485,522
Car Wash	Sales in Rand	460,100	487,706	516,968	547,986	580,865	615,717	652,660	691,820	733,329	777,329
	Less : Cost of Sales	92,020	97,541	103,394	109,597	116,173	123,143	130,532	138,364	146,666	155,466
	Gross Profit	368,080	390,165	413,574	438,389	464,692	492,574	522,128	553,456	586,663	621,863
Total Sales :	Total Sales in Rand	21,690,651	24,906,614	28,597,847	32,875,228	37,834,464	43,587,049	50,262,887	58,013,338	67,014,772	77,472,718
	Less : Total Cost of Sales	18,420,731	21,329,832	24,692,774	28,609,322	33,171,774	38,487,857	44,683,290	51,904,798	60,323,612	70,139,560
Total Annual Income		3,269,920	3,576,782	3,905,072	4,265,907	4,662,689	5,099,192	5,579,597	6,108,540	6,691,160	7,333,157

Projected Annual Operating Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Salaries and Wages										
Supervisors	125,243	134,010	143,391	153,429	164,169	175,660	187,957	201,114	215,192	230,255
Attendants	582,291	623,052	666,665	713,332	763,265	816,694	873,862	935,033	1,000,485	1,070,519
Cashiers	179,993	192,593	206,074	220,499	235,934	252,450	270,121	289,030	309,262	330,910
Kitchen staff	65,571	70,161	75,072	80,327	85,950	91,967	98,404	105,293	112,663	120,549
Merchandisers / Packers / Cleaners	66,509	71,164	76,146	81,476	87,179	93,282	99,811	106,798	114,274	122,273
Financial assistants	66,000	70,620	75,563	80,853	86,513	92,568	99,048	105,982	113,400	121,338
Manager remuneration (Basic)	180,000	192,600	206,082	220,508	235,943	252,459	270,131	289,041	309,274	330,923
Total : Salaries and Wages	1,265,607	1,354,200	1,448,994	1,550,424	1,658,953	1,775,080	1,899,336	2,032,289	2,174,549	2,326,768
Other expenses										
Advertising / sales promotion	9,000	9,630	10,304	11,025	11,797	12,623	13,507	14,452	15,464	16,546
Audit & accounting	30,000	32,100	34,347	36,751	39,324	42,077	45,022	48,173	51,546	55,154
Bank charges	54,007	61,886	70,930	81,409	93,559	107,653	124,009	142,998	165,051	190,673
Bad debts	6,600	7,062	7,556	8,085	8,651	9,257	9,905	10,598	11,340	12,134
Credit card machine hire and commission	9,000	9,630	10,304	11,025	11,797	12,623	13,507	14,452	15,464	16,546
Cash short / over	32,400	34,668	37,095	39,691	42,470	45,443	48,624	52,027	55,669	59,566
Cleaning consumables	5,400	5,778	6,182	6,615	7,078	7,574	8,104	8,671	9,278	9,928
Computer Ink cartridges	3,000	3,210	3,435	3,675	3,932	4,208	4,502	4,817	5,155	5,515
Depreciation (provision for replacement)	2,500	2,675	2,862	3,063	3,277	3,506	3,752	4,014	4,295	4,596
Entertainment	9,000	9,630	10,304	11,025	11,797	12,623	13,507	14,452	15,464	16,546
Equipment Rentals (Deposit system)	66,000	70,620	75,563	80,853	86,513	92,568	99,048	105,982	113,400	121,338
Evaporation	8,887	10,362	12,083	14,088	16,427	19,154	22,333	26,041	30,363	35,404
Finance (Capital) : Furniture and / or Computer	0	0	0	0	0	0	0	0	0	0
Finance (Interest) : Furniture and / or Computer	0	0	0	0	0	0	0	0	0	0
Insurance / Product and rental gaurantee	45,000	48,150	51,521	55,127	58,986	63,115	67,533	72,260	77,318	82,731
Legal cost	9,000	9,630	10,304	11,025	11,797	12,623	13,507	14,452	15,464	16,546
Meetings / conference	4,200	4,494	4,809	5,145	5,505	5,891	6,303	6,744	7,216	7,722
Micfa / Mibco	91,071	97,446	104,267	111,566	119,376	127,732	136,673	146,240	156,477	167,430
Packaging & carrier bags	4,200	4,494	4,809	5,145	5,505	5,891	6,303	6,744	7,216	7,722
Pest control	1,800	1,926	2,061	2,205	2,359	2,525	2,701	2,890	3,093	3,309
Rates - Sewerage and refuse removal	17,400	18,618	19,921	21,316	22,808	24,404	26,113	27,941	29,896	31,989
Rent Forecourt	488,275	517,572	548,626	581,543	616,436	653,422	692,627	734,185	778,236	824,930
Rent Shop	466,733	499,304	529,263	561,018	594,679	630,360	668,182	708,273	750,769	795,815
R.S.C. Levies	0	0	0	0	0	0	0	0	0	0
Repaires and maintanance	30,000	32,100	34,347	36,751	39,324	42,077	45,022	48,173	51,546	55,154
Security & Cash transportation	66,000	70,620	75,563	80,853	86,513	92,568	99,048	105,982	113,400	121,338
Shrinkage : Shop	34,562	36,940	39,157	41,506	43,997	46,636	49,435	52,401	55,545	58,877
Shrinkage : Fuel	13,331	15,544	18,124	21,132	24,640	28,731	33,500	39,061	45,545	53,106
Skills development fee	12,656	13,542	14,490	15,504	16,590	17,751	18,993	20,323	21,745	23,268
Staff teas & refreshments	1,800	1,926	2,061	2,205	2,359	2,525	2,701	2,890	3,093	3,309
Staff training	5,700	6,099	6,526	6,983	7,472	7,995	8,554	9,153	9,794	10,479
Stationary & postage	2,400	2,568	2,748	2,940	3,146	3,366	3,602	3,854	4,124	4,412
Subscription / FRA	4,620	4,943	5,289	5,660	6,056	6,480	6,933	7,419	7,938	8,494
Telephone	15,000	16,050	17,174	18,376	19,662	21,038	22,511	24,087	25,773	27,577
Transport expenses (business)	9,000	9,630	10,304	11,025	11,797	12,623	13,507	14,452	15,464	16,546
UIF	25,312	27,084	28,980	31,008	33,179	35,502	37,987	40,646	43,491	46,535
Uniforms & Laundry	1,500	1,605	1,717	1,838	1,966	2,104	2,251	2,409	2,577	2,758
Water and effluent cost	14,250	15,248	16,315	17,457	18,679	19,986	21,385	22,882	24,484	26,198
Workmen's compensation	9,492	10,157	10,867	11,628	12,442	13,313	14,245	15,242	16,309	17,451
Electricity	76,500	81,855	87,585	93,716	100,276	107,295	114,806	122,842	131,441	140,642
Total : Other Expenses	1,685,597	1,804,796	1,927,792	2,059,981	2,202,172	2,355,260	2,520,241	2,698,223	2,890,444	3,098,285
Total Annual Operational Expenses	2,951,204	3,158,996	3,376,786	3,610,405	3,861,125	4,130,340	4,419,577	4,730,512	5,064,993	5,425,053

% Escallation in Operational cost per year :

7.00%

Nett Annual Profit / Loss

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income	3,269,920	3,576,782	3,905,072	4,265,907	4,662,689	5,099,192	5,579,597	6,108,540	6,691,160	7,333,157
Less : Expenses	2,951,204	3,158,996	3,376,786	3,610,405	3,861,125	4,130,340	4,419,577	4,730,512	5,064,993	5,425,053
Bond / loan payment (Intesest)	0	0	0	0	0					
Profit / Loss (Before Tax)	318,715	417,786	528,286	655,502	801,564	968,852	1,160,021	1,378,028	1,626,167	1,908,104
Less : Tax	25%									
	79,679	104,446	132,072	163,876	200,391	242,213	290,005	344,507	406,542	477,026
Bond / loan payment (Capital)	0	0	0	0	0					
Nett Annual Profit / Loss	239,037	313,339	396,215	491,627	601,173	726,639	870,016	1,033,521	1,219,625	1,431,078

Nett Annual Profit / Loss - Property deal.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Income :										
Income received from Oil Company	1,619,136	1,619,136	1,619,136	1,619,136	1,619,136	1,619,136	1,619,136	1,619,136	1,619,136	1,619,136
Rental receive from the Operator										
Expenses :										
Bond / loan payment (Intesest)	1,088,264	1,022,415	954,426	871,348	777,373	671,730	552,967	419,448	269,324	100,485
Bond / loan payment (Capital)	530,872	596,721	674,156	758,206	852,332	958,168	1,077,189	1,211,076	1,361,791	1,531,924
Total Bond Payment	1,619,136	1,619,136	1,628,582	1,629,553	1,629,704	1,629,898	1,630,156	1,630,524	1,631,115	1,632,408
Nett Annual Profit / Loss	0	0	(9,446)	(10,417)	(10,568)	(10,762)	(11,020)	(11,388)	(11,979)	(13,272)

CASHFLOW : Escalation / year - Sales price

Projected Annual Fuel Sales

Year 11 to 20

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
--	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Total Litres	5,143,684	5,452,305	5,779,443	6,126,209	6,493,782	6,883,409	7,296,413	7,734,198	8,198,250	8,690,145
---------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Petrol	4,786,957	5,074,174	5,378,625	5,701,342	6,043,423	6,406,028	6,790,390	7,197,813	7,629,682	8,087,463
Leaded	1,652,484	1,751,633	1,856,731	1,968,135	2,086,223	2,211,396	2,344,080	2,484,725	2,633,808	2,791,837
Unleaded	3,134,473	3,322,542	3,521,894	3,733,208	3,957,200	4,194,632	4,446,310	4,713,089	4,995,874	5,295,627

Diesel	356,726	378,130	400,818	424,867	450,359	477,380	506,023	536,385	568,568	602,682
---------------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Notes

Fuel Sales % growth per year	6.00%
------------------------------	-------

Projected Annual Income

		Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Leaded :	Sales in Rand	24,956,893	29,099,737	33,930,293	39,562,722	46,130,134	53,787,736	62,716,500	73,127,439	85,266,594	99,420,849
	Less : Cost of Sales	23,039,361	26,965,524	31,554,915	36,918,926	43,187,588	50,512,683	59,071,366	69,070,405	80,751,115	94,395,121
	Gross Profit	1,917,531	2,134,213	2,375,379	2,643,796	2,942,545	3,275,053	3,645,134	4,057,034	4,515,479	5,025,728
Unleaded :	Sales in Rand	47,338,868	55,197,120	64,359,842	75,043,576	87,500,809	102,025,944	118,962,250	138,709,984	161,735,841	188,583,991
	Less : Cost of Sales	43,701,646	51,148,891	59,854,164	70,028,756	81,919,315	95,813,740	112,048,068	131,014,499	153,170,766	179,051,062
	Gross Profit	3,637,222	4,048,229	4,505,678	5,014,820	5,581,495	6,212,204	6,914,183	7,695,485	8,565,075	9,532,929
Diesel :	Sales in Rand	6,513,154	7,594,338	8,854,998	10,324,928	12,038,865	14,037,317	16,367,512	19,084,519	22,252,549	25,946,472
	Less : Cost of Sales	6,178,347	7,221,698	8,440,249	9,863,313	11,525,088	13,465,483	15,731,060	18,376,148	21,464,132	25,068,964
	Gross Profit	334,807	372,640	414,748	461,615	513,777	571,834	636,452	708,371	788,416	877,508
Oil and lubes :	Sales in Rand	617,242	654,277	693,533	735,145	779,254	826,009	875,570	928,104	983,790	1,042,817
	Less : Cost of Sales	432,069	457,994	485,473	514,602	545,478	578,206	612,899	649,673	688,653	729,972
	Gross Profit	185,173	196,283	208,060	220,544	233,776	247,803	262,671	278,431	295,137	312,845
Shop & Driveway :	Sales in Rand	5,623,761	5,961,186	6,318,857	6,697,989	7,099,868	7,525,860	7,977,412	8,456,057	8,963,420	9,501,225
	Less : Cost of Sales	4,049,108	4,292,054	4,549,577	4,822,552	5,111,905	5,418,619	5,743,737	6,088,361	6,453,662	6,840,882
	Gross Profit	1,574,653	1,669,132	1,769,280	1,875,437	1,987,963	2,107,241	2,233,675	2,367,696	2,509,758	2,660,343
Car Wash	Sales in Rand	823,969	873,407	925,811	981,360	1,040,241	1,102,656	1,168,815	1,238,944	1,313,281	1,392,078
	Less : Cost of Sales	164,794	174,681	185,162	196,272	208,048	220,531	233,763	247,789	262,656	278,416
	Gross Profit	659,175	698,725	740,649	785,088	832,193	882,125	935,052	991,155	1,050,625	1,113,662
Total Sales :	Total Sales in Rand	85,873,886	99,380,064	115,083,335	133,345,719	154,589,172	179,305,522	208,068,059	241,545,046	280,515,475	325,887,431
	Less : Total Cost of Sales	77,565,325	90,260,843	105,069,541	122,344,419	142,497,422	166,009,263	193,440,892	225,446,874	262,790,985	306,364,417
Total Annual Income		8,308,561	9,119,222	10,013,794	11,001,299	12,091,750	13,296,259	14,627,166	16,098,172	17,724,490	19,523,014

Projected Annual Operating Expenses

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Salaries and Wages										
Supervisors	246,373	263,619	282,072	301,817	322,944	345,551	369,739	395,621	423,314	452,946
Attendants	1,145,455	1,225,637	1,311,432	1,403,232	1,501,458	1,606,560	1,719,020	1,839,351	1,968,106	2,105,873
Cashiers	354,074	378,859	405,379	433,756	464,118	496,607	531,369	568,565	608,365	650,950
Kitchen staff	128,988	138,017	147,678	158,016	169,077	180,912	193,576	207,126	221,625	237,139
Merchandisers / Packers / Cleaners	130,832	139,991	149,790	160,275	171,495	183,499	196,344	210,088	224,795	240,530
Financial assistants	129,832	138,920	148,645	159,050	170,183	182,096	194,843	208,482	223,076	238,691
Manager remuneration (Basic)	354,087	378,873	405,394	433,772	464,136	496,626	531,389	568,587	608,388	650,975
Total : Salaries and Wages	2,489,641	2,663,916	2,850,391	3,049,918	3,263,412	3,491,851	3,736,281	3,997,820	4,277,668	4,577,104
Other expenses										
Advertising / sales promotion	17,704	18,944	20,270	21,689	23,207	24,831	26,569	28,429	30,419	32,549
Audit & accounting	59,015	63,146	67,566	72,295	77,356	82,771	88,565	94,764	101,398	108,496
Bank charges	211,256	244,346	282,819	327,562	379,608	440,164	510,632	592,650	688,128	799,289
Bad debts	12,983	13,892	14,864	15,905	17,018	18,210	19,484	20,848	22,308	23,869
Credit card machine hire and commission	17,704	18,944	20,270	21,689	23,207	24,831	26,569	28,429	30,419	32,549
Cash short / over	63,736	68,197	72,971	78,079	83,545	89,393	95,650	102,346	109,510	117,175
Cleaning consumables	10,623	11,366	12,162	13,013	13,924	14,899	15,942	17,058	18,252	19,529
Computer Ink cartridges	5,901	6,315	6,757	7,230	7,736	8,277	8,856	9,476	10,140	10,850
Depreciation (provision for replacement)	4,918	5,262	5,630	6,025	6,446	6,898	7,380	7,897	8,450	9,041
Entertainment	17,704	18,944	20,270	21,689	23,207	24,831	26,569	28,429	30,419	32,549
Equipment Rentals (Deposit system)	129,832	138,920	148,645	159,050	170,183	182,096	194,843	208,482	223,076	238,691
Evaporation	39,404	45,946	53,573	62,466	72,835	84,925	99,023	115,461	134,627	156,976
Finance (Capital) : Furniture and / or Computer										
Finance (Interest) : Furniture and / or Computer										
Insurance / Product and rental gaurantee	88,522	94,718	101,349	108,443	116,034	124,156	132,847	142,147	152,097	162,744
Legal cost	17,704	18,944	20,270	21,689	23,207	24,831	26,569	28,429	30,419	32,549
Meetings / conference	8,262	8,840	9,459	10,121	10,830	11,588	12,399	13,267	14,196	15,189
Micfa / Mibco	179,150	191,691	205,109	219,467	234,830	251,268	268,857	287,676	307,814	329,361
Packaging & carrier bags	8,262	8,840	9,459	10,121	10,830	11,588	12,399	13,267	14,196	15,189
Pest control	3,541	3,789	4,054	4,338	4,641	4,966	5,314	5,686	6,084	6,510
Rates - Sewerage and refuse removal	34,228	36,624	39,188	41,931	44,866	48,007	51,368	54,963	58,811	62,928
Rent	874,426	926,892	982,505	1,041,456	1,103,943	1,170,180	1,240,390	1,314,814	1,393,703	1,477,325
Forecourt										
Shop	843,564	894,178	947,829	1,004,698	1,064,980	1,128,879	1,196,612	1,268,408	1,344,513	1,425,184
R.S.C. Levies	0	0	0	0	0	0	0	0	0	0
Repaires and maintanance	59,015	63,146	67,566	72,295	77,356	82,771	88,565	94,764	101,398	108,496
Security & Cash transportation	129,832	138,920	148,645	159,050	170,183	182,096	194,843	208,482	223,076	238,691
Shrinkage : Shop	62,410	66,155	70,124	74,331	78,791	83,519	88,530	93,842	99,472	105,440
Shrinkage : Fuel	59,107	68,918	80,359	93,698	109,252	127,388	148,535	173,191	201,941	235,463
Skills development fee	24,896	26,639	28,504	30,499	32,634	34,919	37,363	39,978	42,777	45,771
Staff teas & refreshments	3,541	3,789	4,054	4,338	4,641	4,966	5,314	5,686	6,084	6,510
Staff training	11,213	11,998	12,837	13,736	14,698	15,726	16,827	18,005	19,266	20,614
Stationary & postage	4,721	5,052	5,405	5,784	6,188	6,622	7,085	7,581	8,112	8,680
Subscription / FRA	9,088	9,724	10,405	11,133	11,913	12,747	13,639	14,594	15,615	16,708
Telephone	29,507	31,573	33,783	36,148	38,678	41,385	44,282	47,382	50,699	54,248
Transport expenses (business)	17,704	18,944	20,270	21,689	23,207	24,831	26,569	28,429	30,419	32,549
UJF	49,793	53,278	57,008	60,998	65,268	69,837	74,726	79,956	85,553	91,542
Uniforms & Laundry	2,951	3,157	3,378	3,615	3,868	4,139	4,428	4,738	5,070	5,425
Water and effluent cost	28,032	29,994	32,094	34,340	36,744	39,316	42,068	45,013	48,164	51,536
Workmen's compensation	18,672	19,979	21,378	22,874	24,476	26,189	28,022	29,984	32,083	34,328
Electricity	150,487	161,021	172,293	184,353	197,258	211,066	225,841	241,649	258,565	276,664
Total : Other Expenses	3,309,410	3,551,024	3,813,120	4,097,836	4,407,589	4,745,106	5,113,476	5,516,204	5,957,271	6,441,206
Total Annual Operational Expenses	5,799,052	6,214,941	6,663,510	7,147,754	7,671,001	8,236,957	8,849,757	9,514,024	10,234,938	11,018,310

% Escalation in Operational cost per year :

7.00%

Nett Annual Profit / Loss

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Income	8,308,561	9,119,222	10,013,794	11,001,299	12,091,750	13,296,259	14,627,166	16,098,172	17,724,490	19,523,014
Less : Expenses	5,799,052	6,214,941	6,663,510	7,147,754	7,671,001	8,236,957	8,849,757	9,514,024	10,234,938	11,018,310
Bond / loan payment (Intesest)										
Profit / Loss (Before Tax)	2,509,509	2,904,281	3,350,284	3,853,545	4,420,749	5,059,302	5,777,410	6,584,148	7,489,551	8,504,704
Less : Tax	25%									
	627,377	726,070	837,571	963,386	1,105,187	1,264,826	1,444,352	1,646,037	1,872,388	2,126,176
Bond / loan payment (Capital)										
Nett Annual Profit / Loss	1,882,132	2,178,211	2,512,713	2,890,159	3,315,562	3,794,477	4,333,057	4,938,111	5,617,164	6,378,528

Nett Annual Profit / Loss - Property side

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Income :										
Income received from Oil Company	600,000	630,000	661,500	694,575	729,304	765,769	804,057	844,260	886,473	930,797
Expenses :										
Bond / loan payment (Intesest)										
Bond / loan payment (Capital)										
Total Bond Payment	0	0	0	0	0	0	0	0	0	0
Nett Annual Profit / Loss	600,000	630,000	661,500	694,575	729,304	765,769	804,057	844,260	886,473	930,797

Notes

Petrol : Leaded

Sales Price Zone 63C Jan 2009
 Purchase Price
 Dealer's Margin
 Escalation / year - Sales price

Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
15.10	16.61	18.27	20.10	22.11	24.32	26.76	29.43	32.37	35.61
13.94	15.39	16.99	18.76	20.70	22.84	25.20	27.80	30.66	33.81
1.16	1.22	1.28	1.34	1.41	1.48	1.56	1.63	1.71	1.80
10.00%									

Petrol : Unleaded

Sales Price
 Purchase Price
 Dealer's Margin
 Escalation / year - Sales price

15.10	16.61	18.27	20.10	22.11	24.32	26.76	29.43	32.37	35.61
13.94	15.39	16.99	18.76	20.70	22.84	25.20	27.80	30.66	33.81
1.16	1.22	1.28	1.34	1.41	1.48	1.56	1.63	1.71	1.80
10.00%									

Diesel :

Sales Price
 Purchase Price
 Dealer's Margin
 Escalation / year - Sales price

18.26	20.08	22.09	24.30	26.73	29.40	32.35	35.58	39.14	43.05
17.32	19.10	21.06	23.22	25.59	28.21	31.09	34.26	37.75	41.60
0.94	0.99	1.03	1.09	1.14	1.20	1.26	1.32	1.39	1.46
10.00%									

% Escalation in Dealer's Margin per Year :

5.00%
